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## **BCI Certificate of the Business Continuity Institute (CBCI) Sample Questions (Q151-Q156):**

### **NEW QUESTION # 151**

When preparing to carry out a Business Impact Assessment (BIA), the Business Continuity professional should:

- A. Consult with personnel to determine preferred ways of working in different departments
- **B. Review all relevant organization documents to help assess the appropriate parameters and factors to be applied during the process**
- C. Ensure that the process includes an external communications procedure
- D. Consider the potential recovery strategies and solutions that may be implemented

**Answer: B**

Explanation:

The CBCI 7.0 course advises that before conducting a BIA, the Business Continuity professional should review organizational documents such as strategic plans, operational procedures, and risk registers to understand the context and determine appropriate parameters like impact categories and assessment criteria. This preparation ensures that the BIA is aligned with organizational objectives and risks, enhancing the accuracy and relevance of findings. While consulting personnel, considering recovery strategies, and communication procedures are important, these typically occur later in the BCMS lifecycle. Proper groundwork through document review is essential for a focused and effective BIA process.

### **NEW QUESTION # 152**

The purpose of a Business Continuity policy is to:

- **A. Establish shared understanding of the importance of a BCMS and its relevance to the organization**
- B. Share the outcomes of a Business Impact Analysis with internal and external stakeholders
- C. Enable the Business Continuity professional to issue instructions to all on the changes that they will be required to make
- D. Initiate the development of an effective response structure in case of disruption to products or services within the scope of the Business Continuity Management System (BCMS)

**Answer: A**

Explanation:

A Business Continuity policy acts as a foundational document that communicates the organization's commitment to Business Continuity and sets out its scope, objectives, and principles. The CBCI 7.0 course stresses that the policy fosters a shared understanding across the organization about the importance of the BCMS and ensures that personnel recognize its relevance to their roles. It does not specify operational details or mandate actions but guides governance and culture. The policy supports alignment of efforts and continuous improvement of the BCMS.

### **NEW QUESTION # 153**

Which of the following statements describes a good practice Business Continuity (BC) culture?

- A. A situation where personnel follow procedures as set out by the organization but do not have a sense of ownership.
- B. A situation where the workforce is sufficiently committed to Business Continuity (BC) that top management does not get involved.
- C. A situation where Business Continuity (BC) professionals have significant influence in the organization and specify all actions to be taken and carry out all reviews as needed.
- **D. A situation where all staff have a shared understanding of Business Continuity (BC) and everyone is involved.**

**Answer: D**

Explanation:

CBCI 7.0 reflects the GPG 7.0 emphasis that business continuity culture is not achieved by "mandating and enforcing compliance" alone; it is achieved when BC becomes understood, valued, and practiced across the organization. A "good practice" BC culture

therefore looks like shared understanding and broad participation-people know why BC matters, understand their roles, and actively contribute to readiness and resilience. That matches option C.

Option A describes compliance without ownership, which is weaker and often fragile under stress. Option B incorrectly centralizes BC into the BC team; good practice requires distributed ownership (leaders and staff) rather than the BC function "doing it all." Option D is also incorrect because top management involvement remains essential (leadership sets direction, provides resources, and reinforces expectations); a mature culture does not remove leadership accountability-it strengthens organization-wide engagement with leadership support. The GPG's cultural focus is about enabling the organization to improve BC culture intentionally and make BC part of "how we operate," not a specialist-only activity.

#### NEW QUESTION # 154

Which of the following is a way to ensure that personnel remain committed to Business Continuity and to protecting the organization from the effects of disruption?

- A. Including Business Continuity as part of the introduction to meetings and events in order to strengthen and maintain the relationship between personnel and the organization
- B. Holding annual assessments of Business Continuity knowledge and understanding and setting minimum pass standards which personnel must meet
- C. Making it a disciplinary offence for personnel to miss relevant Business Continuity meetings and training events
- D. Providing updates on Business Continuity activities via the intranet which personnel can find and read if they are interested

**Answer: A**

Explanation:

To foster commitment, Business Continuity must be embedded in the daily organizational culture, not merely treated as an administrative requirement or compliance exercise. The CBCI 7.0 course highlights that including Business Continuity topics in the introductions to meetings and events encourages ongoing dialogue and reinforces its importance. This practice nurtures a sense of shared responsibility and engagement, which is more effective than punitive measures or passive communication. Embedding Business Continuity in routine interactions helps personnel internalize its significance, promotes continual awareness, and strengthens their relationship with the organization's resilience goals. This proactive, inclusive approach ensures commitment is sustained over time, improving response effectiveness during disruptions.

#### NEW QUESTION # 155

One of the steps in the risk management process is to establish the risk treatment required. The purpose of risk treatment is to:

- A. Mitigate each risk identified by reducing the likelihood of the risk occurring or by lowering the impact of disruption
- B. Ensure that a named person within the organization takes responsibility for the monitoring and management of the risk
- C. Calculate a risk score based on the combination of the likelihood of the risk occurring and the consequences of this happening
- D. Ensure that regular updates on the current status of the risk are presented to top management

**Answer: A**

Explanation:

Risk treatment is a fundamental phase within the risk management process, focusing on how identified risks will be managed to reduce their potential impact or likelihood. The CBCI 7.0 course clarifies that risk treatment involves selecting and implementing measures to either prevent risks from occurring or to minimize their adverse effects on the organization. This step is critical to building resilience, as it directly influences the mitigation of unacceptable risks that could disrupt key business activities. While assigning responsibility, scoring risks, and reporting are important supporting actions, the core purpose of risk treatment is to apply controls and strategies that reduce risk exposure effectively, thereby enhancing continuity readiness.

#### NEW QUESTION # 156

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